



GENERAL ORDER

Number: 201
Page: 1 of 4
Subject: Personnel Allocation
Date: 15 May 2006
Distribution: All DOS Employees

I. PURPOSE:

To establish policy and procedures for the allocation and distribution of employees in the Tennessee Department of Safety.

II. POLICY:

It shall be the responsibility of the Department of Safety to adequately staff each Division/Section/Unit with an appropriate workforce based upon a needs assessment of workloads and functions. This is to provide the best possible services to the citizens and communities of our state. On an annual basis, each Director or Section Head that is responsible for the operations of the Division or Section and supervision of non-commissioned personnel shall perform a workload assessment of all positions. Also and on an annual basis, the Research, Planning and Development Section will conduct a personnel allocation study of all commissioned members assigned to the T.H.P. The study will be comprised of two (2) parts; one (1) for all commissioned members assigned to patrol duties or supervision of patrol duties, and one (1) for all commissioned members assigned to administrative duties and/or special assignments. Examples include Safety Education, D.A.R.E., Litter Control, Executive Security, Capitol Security, Special Operations, Training, and/or other related special or administrative assignments.

III. STAFFING SUMMARY REPORTS:

- A. The Department of Safety's Human Resources Division shall maintain and produce a Staffing Summary Report that illustrates the allocation of personnel as follows:
1. The Department's authorized strength of commissioned and non-commissioned personnel;
 2. The number of assigned personnel by rank/title within each organizational structure;
 3. The location of each authorized position within the Department's organizational component (Division/Section/Unit, etc.); and,
 4. Position status information, whether filled or vacant, for each authorized position in the Department.
- B. Staffing Summary Reports will be updated and produced on a quarterly basis.

***This Order supersedes General Order 201, dated 15 May 1999.
C.A.L.E.A. Standard(s): 16.1.1, 16.1.2, and 16.5.1**

IV. PROCEDURES USED TO DETERMINE PERSONNEL ALLOCATION FOR NON-COMMISSIONED POSITIONS:

- A. Any Departmental position, which does not require law enforcement authority, shall be classified as a non-commissioned position. These non-commissioned positions may require technical skills and knowledge in specialized areas that may or may not be directly related to law enforcement.
- B. To ensure the efficient and effective operation of the Department, the need for allocation of employees shall be identified by workload assessments. These assessments shall be determined by the cooperative efforts of the Department's Human Resources Division, each Division Director or Section Head and the Research, Planning and Development Section. Consideration should be given to factors that influence workload demands. Some of the factors are, at a minimum:
 - 1. The number and nature of tasks;
 - 2. The complexity of the tasks;
 - 3. Location of the tasks; and,
 - 4. Time required for completion of the tasks.
- C. Workload assessments will be used to identify staffing levels and provide recommended actions to equalize workloads within each organizational component.
- D. To ensure that personnel distribution is in accordance with current workload demands, all Division Directors and/or Section Heads shall be responsible for re-assessment of the workload demands of their respective Division/Sections/Units. On an annual basis, or more often as needed, each Division Director/Section Head shall file a written workload assessment with the Commissioner. This will provide for a more efficient and effective means of utilizing available personnel to meet the needs of the community and aid the Department in attainment of its mission.

V. CURRENT METHODOLOGY USED TO DETERMINE T.H.P. FIELD PERSONNEL ALLOCATION:

- A. A base number of Troopers are to be assigned to each county to ensure a basic level of coverage for all 95 counties throughout the state.

- C. Remaining Troopers will be allocated based on, at a minimum, the following factors:
1. 3-year average of number of crashes worked by the THP by county;
 2. The number of vehicle miles traveled (VMT, from the Tennessee Department of Transportation (TDOT) in each county during the previous calendar year;
 3. The mileage of Interstate and State Roadway systems (from TDOT) in each county; and,
 4. As necessary, other factors deemed to be important to personnel allocation and the needs of the Department may be included in the study and weighted accordingly. Such factors may include: fatalities, fatality rate, population estimates, number of licensed drivers, number of registered vehicles, injury crashes, calls-for-service, self-initiated workload, administrative workload, unobligated time, and other related factors.
- D. The importance of various job functions and relevant factors will change over time. As a result, the weightings may fluctuate.
- E. A span-of-control, regarding supervisor to subordinate ratio, will be used to determine the placement and allocation of supervisory positions.

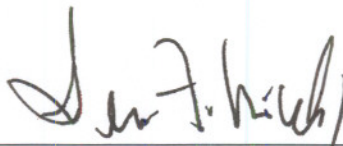
VI. CURRENT METHODOLOGY USED TO DETERMINE T.H.P. ADMINISTRATIVE PERSONNEL ALLOCATION:

- A. The Colonel's Office, as well as the Directors or Captains of each administrative division and special assignment area, will be consulted to determine current workload, projected workload, and personnel needs. Legislative mandates and/or Executive Orders, which may influence the required staffing levels for these divisions, will also be examined in consultation with the Colonel's Office and affected Section Heads. Workload assessments submitted annually by the administrative divisions and special assignment areas, as required by this Order and CALEA, will also be examined and reviewed.
- B. Surveys may be conducted to examine other highway patrol or state police agencies comparable in workforce, size, population, and scope of responsibilities. If conducted, surveys will include items involving comparable administrative divisions or special assignment areas related to the following:
1. Current staffing levels;
 2. Extent of job functions and responsibilities;
 3. Workload and related activity statistics; and,
 4. Other relevant factors.

- C. Other factors important to personnel allocation and the needs of the Department may be included. Such factors may include homeland security initiatives, as well as unforeseen future challenges and issues that may arise which may be deemed appropriate and of value.

VII. VARIATIONS TO METHODOLOGY:

- A. Initially, assessments will be conducted based on statewide staffing levels. Base figures will change according to available funding and legislative or executive mandates. The assessment will be used to determine the appropriate number of Troopers, Sergeants, and Lieutenants to be allocated in each county, troop, district, administrative division, and special assignment area.
- B. Areas that are identified as having a shortage of personnel, based on the assessment data, will be given first consideration when additional personnel are hired. When this is the case, transfer requests will be considered first to accommodate current personnel. All remaining vacancies shall be filled based on the assessment recommendations and departmental needs.



Gerald F. Nicely
COMMISSIONER

All Personnel:

I have read and fully understand the above Order.

Signature

Date